



DEPARTMENT OF THE ARMY  
U.S. Army Forces Central Command - SA  
RIYADH SAUDI ARABIA  
APO AE 09852



#2002-3

POLICY LETTER # 3 – EQUAL OPPORTUNITY

11 AUG 02

1. This Policy Letter applies to all military personnel and federal civilian employees assigned, attached, on temporary duty, or otherwise sent to Saudi Arabia to support ARCENT-SA. It also applies to any unit, section, detachment, or other organizational entity attached to or otherwise under the direction or control of ARCENT-SA. The term “federal civilian employees” includes individuals who have an employment or contractual relationship with the Department of the Army, Department of Defense, or any other U.S. Government agency.

2. I am fully committed to the Department of Defense goals of Human Relations and Equal Opportunity. Providing equal opportunity for all, eliminating discrimination and sexual harassment, and promoting racial harmony require the dedicated efforts of every member of this Command. Discrimination against any individual based on race, religion, gender, age, or national origin degrades human readiness and is unacceptable.

3. Every member of this Command must be provided the opportunity to achieve his or her full potential. The degree of each commander’s personal commitment will determine the degree of harmony and opportunity in this Command. Open communication between soldiers and leaders is critical. Differences between people’s characteristics cannot be allowed to hamper communications or mission accomplishment.

4. Types of Complaints:

a. The EO complaints processing system addresses complaints that allege unlawful discrimination and/or unfair treatment on the basis of race, national origin, color, gender, age, religious affiliation, or sexual harassment. I want all military personnel, federal civilian employees and family members to understand that their complaint will be taken seriously and addressed in a prompt, professional manner. I also want to emphasize that I will not tolerate any acts of reprisal, or attempts to suppress someone who wants to file a complaint. Any commander or agency receiving an EO complaint will immediately contact the unit Equal Opportunity Advisor for assistance.

b. Informal Complaints: An informal complaint is any complaint that a serviceperson, federal civilian employee, or family member does not wish to file in writing. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or other persons in the complainant's chain of command. Typically, those issues that can be taken care of informally can be resolved through discussion and clarification of the issues. An informal complaint is not subject to time deadlines nor is it reportable.

c. Formal Complaints: A formal complaint is one that a complainant files in writing and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of the actions taken. A brief summary of all formal EO complaints will be provided to me within 72 hours of receipt.

d. Should a serviceperson, federal civilian employee, or family member believe they are a victim of discrimination or sexual harassment, they should immediately present their concerns to their chain of command for resolution. They may also contact the Equal Opportunity Advisor.

e. Although the processing of EO complaints through the unit chain of command is strongly encouraged, it will not serve as the only channel available to resolve complaints. Should the complainant feel uncomfortable in filing a complaint with his or her unit chain of command, or should the complaint be against a member of that chain of command, a number of alternative agencies exist through which the issues may be identified for resolution. Each of these agencies provides expertise in very specific subject areas. Commanders and leaders will not preclude soldiers from using these channels in accordance with the procedures inherent or established by these agencies.

5. Purpose. The complaint process plays a major role in implementing the EO program. The chain of command must encourage soldiers to use their chain of command to resolve grievances. Commanders, with the assistance of officers and noncommissioned officers, will ensure their soldiers are fully aware of the procedures for obtaining redress of complaints, including those against the chain of command. The chain of command will treat all complaints as valid until proven otherwise and keep the complainant informed. Members of the chain of command are trusted to have the responsibility to receive and act on a complaint.

6. Complaint Procedures. The commander or supervisor who receives the complaint should follow the steps shown here:

- a. Take prompt action to resolve the complaint (within 48 hours).
- b. Use EO resources to assist in complaint resolution and to determine validity of complaint.

c. If the complaint is against unit level personnel other than the commander, action will be taken by the unit commander.

d. If the complaint is against a commander, action will be taken by the next higher commander in the chain of command.

e. In handling a complaint, include these steps in your inquiry.

(1) Interview. Interview separately the complainant, alleged harasser, and any witnesses to the incident.

(2) Assess the Incident. This is on a case-by-case basis. You need to consider the behavior to determine if it is a case of discrimination or sexual harassment. Use all of your EO resources to assist in complaint resolution and to determine validity of complaint.

(3) Review Records. This is to determine if this type of incident has occurred in the past.

(4) Take Necessary Action. The type of action needs to fit the situation or the action or inaction will violate EO policies.

f. Provide complainant with any redress concerning his or her grievance within 14 working days.

g. Use investigative or legal agencies (IG, CJA, PMO) to investigate complaints that cannot be solved by the chain of command.

7. The ARCENT-SA Equal Opportunity Officer is available to commanders, staff, and supervisors, as well as soldiers, to assist them in following the proper steps for resolving complaints. The Equal Opportunity Officer will utilize the chain of command to the maximum extent in resolving EO problems. The responsibility for processing complaints of discriminatory nature, as outlined by AR 600-21, belongs to the commander. Complaint procedures and additional information is set forth in AR 600-20, Army Command Policy, Interim Change 4, and the Army Human Relations Action Plan.

8. In all instances, the chain of command is the primary channel through which complaints are resolved with regard to EO grievances. The primary function for EO staff is to ensure that the grievance is forwarded to the appropriate level in the chain of command and is monitored, and that the proper procedures are followed to provide adequate redress to the complainant.

AFRD-SA-CDR

SUBJECT: Policy Letter Number 3 – Equal Opportunity

9. I charge every member of this command to become personally involved in race relations and equal opportunity and to eliminate discrimination based on race, religion, gender, age, or national origin. Let us work together to make fair and unbiased treatment a reality.

10. This Policy Letter supersedes and rescinds all previous Policy Letters on this subject and will be permanently posted on all unit bulletin boards.

*// ORIGINAL SIGNED //*  
THOMAS H. STANTON  
COL, AD  
Commanding

DISTRIBUTION:

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